



**Health Services**  
LOS ANGELES COUNTY

March 9, 2010

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**APPROVAL TO EXTEND A GRANT PERIOD WITH THE STATE OF CALIFORNIA, LABOR AND WORKFORCE DEVELOPMENT AGENCY (ALL DISTRICTS) (3 VOTES)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ( ) DISAPPROVE ( )

**SUBJECT**

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: 213-240-8101  
Fax: 213-481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To improve health  
through leadership,  
service and education*

Request approval to extend the period of performance for Subgrant Agreement No. R974339 with the State of California, Labor and Workforce Development Agency under the Governor's California Nurse Education Initiative to purchase video conferencing equipment for the Los Angeles County College of Nursing and Allied Health, and complete the State of California, Labor and Workforce Development Agency's reporting requirements.

**IT IS RECOMMENDED THAT YOUR BOARD:**

Authorize the Interim Director of Health Services (Interim Director), or his designee, to sign a grant extension amendment with the State of California, Labor and Workforce Development Agency (LWDA), effective April 1, 2010 with a term through December 31, 2010, to utilize video conferencing equipment for the Los Angeles County College of Nursing and Allied Health (CONAH) students and meet the reporting requirements for the LWDA.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Approval of this recommendation will allow the Interim Director to execute the grant extension amendment, substantially similar to Exhibit I, with LWDA to extend the current agreement that is scheduled to expire

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March 31, 2010. LWDA approved the grant extension amendment through December 31, 2010 to allow use of the video conferencing equipment by CONAH students and complete LWDA's required benefits reporting requirements. The original grant amount was not to exceed \$200,000.

Initial solicitation of the equipment was not successful, and a second solicitation in the Fall of 2009, is projected to result in the purchase of the grant funded equipment prior to expiration of the grant in March 2010. The additional extension period is needed to meet LWDA's grant benefits reporting requirements for training of new registered nurses as a result of utilizing distance learning.

#### **Implementation of Strategic Plan Goals**

The recommended actions support Goal 4, Health and Mental Health, of the County's Strategic Plan.

#### **FISCAL IMPACT/FINANCING**

There is no net cost to the County and the one-time purchase of video conferencing equipment is funded by State grant.

This is to extend the term of the agreement and it does not have a fiscal impact. Funding is included in the Health Services Administration Fiscal Year 2009-10 Final Budget.

#### **FACTS AND PROVISIONAL/LEGAL REQUIREMENTS**

On February 9, 2009, LWDA awarded pilot grants to seven public-private partnerships to expand nursing education in California under the Governor's Task Force for the Nurse Education Initiative (NEI). These grants were awarded to existing nursing education programs to expand outreach to County nursing students enrolled in Registered Nurse (RN) programs at four County facility sites.

The objective of the grant from the State is to benefit and provide a distance learning educational alternative to students to participate in lectures from remote locations, including three County hospital sites. Once the equipment is purchased and installed, it will enable the students to receive lectures via video conferencing.

On May 19, 2009, your Board approved and authorized the Interim Director to sign and accept the LWDA grant to purchase video conferencing equipment for CONAH to enhance and expand the nursing program by outfitting four sites: the main CONAH campus at LAC+USC Medical Center, the campuses of Olive View and Harbor-UCLA Medical Centers and Martin Luther King, Jr. Multi-Service Ambulatory Care Center.

The Honorable Board of Supervisors  
March 9, 2010  
Page 3

Since the first bid process on July 7, 2009 did not result in a responsive bidder who could provide the equipment required by the grant, a second bid process was initiated by the Healthcare Workforce Development Program and the Internal Services Department with more targeted specifications in November 16, 2009. It is anticipated this bid process will be completed and new equipment will be installed prior to the current grant expiration of March 31, 2010.

This grant extension amendment will allow the County to utilize the equipment and identify the benefits of using the equipment to meet LWDA's grant benefits reporting requirements through December 31, 2010.

County Counsel has approved Exhibit I as to use and form and the County's Acting Chief Information Office recommends approval of this request (see attached CIO Analysis).

Attachment A is the Grant Management Statement for Grants of \$100,000 or more.

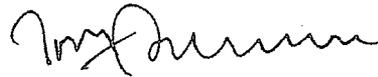
**CONTRACTING PROCESS**

Not applicable.

**IMPACT ON CURRENT SERVICES (OR PROJECTS):**

Approval of the recommendations will ensure the County has an opportunity to utilize the video conferencing equipment for County nursing students and complete grant required reporting requirements to LWDA.

Respectfully submitted,



John F. Schunhoff, Ph.D.  
Interim Director of Health Services

Reviewed by:



Richard Sanchez  
Chief Information Officer

JFS:kke

Attachments (3)

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors  
Internal Services Department

Los Angeles County Chief Executive Office  
Grant Management Statement for Grants \$100,000 or More

ATTACHMENT A

Department: Health Services

Grant Project Title and Description – Distance Education Project

One Time Amendment Extension to Video Conferencing Equipment Purchase – State of California WIA Subgrant Agreement for Los Angeles County College of Nursing and Health to enable distance learning to complete reporting requirements. No additional funding has been granted.

|  |   |  |
|--|---|--|
| <b>Funding Agency</b><br>State of California, Labor and Workforce Development Agency | <b>Program (Fed. Grant #/State Bill or Code #)</b><br>No. R974339 | <b>Grant Acceptance Deadline</b><br>ASAP |
|--|---|--|

Total Amount of Grant Funding: \$200,000      County Match: None

|                                    |                            |                      |
|------------------------------------|----------------------------|----------------------|
| Grant Period: 3/1/2009 – 3/31/2010 | Begin Date: Board Approval | End Date: 03/31/2010 |
|------------------------------------|----------------------------|----------------------|

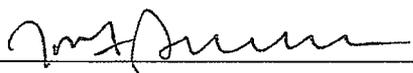
|   |              |              |
|---|--------------|--------------|
| Number of Personnel Hired Under This Grant: | Full Time: 0 | Part Time: 0 |
|---|--------------|--------------|

**Obligations Imposed on the County When the Grant Expires**

|   |     |         |        |
|---|-----|---------|--------|
| Will all personnel hired for this program be informed this is a grant-funded program?                 | N/A | Yes ___ | No ___ |
| Will all personnel hired for this program be placed on temporary ("N") items?                         | N/A | Yes ___ | No ___ |
| Is the County obligated to continue this program after the grant expires?                             | N/A | Yes ___ | No ___ |
| If the County is not obligated to continue this program after the grant expires, the Department will: | N/A |         |        |
| a.) Absorb the program cost without reducing other services   | N/A | Yes ___ | No ___ |
| b.) Identify other revenue sources (describe below)   | N/A | Yes ___ | No ___ |
| c.) Eliminate or reduce, as appropriate, positions/program costs funded by the grant.                 | N/A | Yes ___ | No ___ |

**Impact of additional personnel on existing space:**  
Existing space is adequate to accommodate additional personnel.      N/A

**Other requirements not mentioned above: Outcomes must show number of students who have participated in distance learning by December 31, 2010**

Department Head Signature       Date: 2-22-10

# CIO ANALYSIS

**REQUEST BY THE DEPARTMENT OF HEALTH SERVICES (DHS) FOR APPROVAL TO  
EXTEND A GRANT PERIOD FOR A STATE OF CALIFORNIA, LABOR AND WORKFORCE  
DEVELOPMENT AGENCY (LWDA) GRANT UNDER THE GOVERNOR'S  
CALIFORNIA NURSE EDUCATION INITIATIVE (NEI)**

**CIO RECOMMENDATION:**     **APPROVE**             **APPROVE WITH MODIFICATION**  
     **DISAPPROVE**

**Contract Type:**

**New Contract**                             **Contract Amendment**             **Contract Extension**  
 **Sole Source Contract**             **Hardware Acquisition**             **Other**

**New/Revised Contract Term:**    **Base Term:** N/A Yrs            **# of Option Yrs** N/A

**Contract Components:**

**Software**                             **Hardware**                             **Telecommunications**  
 **Professional Services**

**Project Executive Sponsor:** John F. Schunhoff, Ph.D., Interim Director, Department of Health Services

**Budget Information :**

|                             |        |
|-----------------------------|--------|
| Y-T-D Contract Expenditures | \$ N/A |
| Requested Contract Amount   | \$ N/A |
| Aggregate Contract Amount   | \$ N/A |

**Project Background:**

| Yes                                 | No                                  | Question   |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Is this project legislatively mandated?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Is this project subvented? If yes, what percentage is offset? 100% - Although this request is merely to extend the period of a previously approved State of California Grant, all funds needed for the video conferencing equipment being purchased are being provided under the grant itself. |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved.   |

**Strategic Alignment:**

| Yes                                 | No                       | Question  |
|-------------------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Is this project in alignment with the County of Los Angeles Strategic Plan?                 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Is this project consistent with the currently approved Department Business Automation Plan? |

|                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Does the project's technology solution comply with County of Los Angeles IT Directions Document?                                    |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Does the project technology solution comply with preferred County of Los Angeles IT Standards?                                      |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS). |

**Project/Contract Description:**

This is a request by DHS for approval to extend the period of performance for a grant from the State of California, Labor and Workforce Development Agency (LWDA) under the Governor's California Nurse Education Initiative (NEI) for the purchase of video conferencing equipment for the Los Angeles County College of Nursing and Allied Health (CONAH), in order to complete the LWDA's grant reporting requirements.

**Background:**

On February 9, 2009, CONAH was awarded one of seven public-private partnership LWDA pilot grants to expand nursing education in California under the Governor's Task Force for the California NEI.

CONAH intends to use the grant from the State to purchase video conferencing equipment that will allow them to provide a distance learning educational alternative to students to participate in lectures from remote locations, including three County hospital sites.

On May 19, 2009, your Board approved and authorized the Interim Director to sign and accept the LWDA grant to purchase video conferencing equipment for CONAH.

CONAH's initial attempt to secure the desired video conferencing equipment in July 7, 2009 did not yield a responsive bidder. Accordingly, a second bid process was initiated November 2009 with more detailed and targeted specifications. Although it is anticipated that this rebid process will be completed and new equipment will be purchased and installed prior to the current grant expiration date of March 31, 2010, this extension through December 31, 2010 is necessary to allow DHS to meet LWDA's grant reporting requirements.

**Project Justification/Benefits:**

Approval of this extension is necessary to allow DHS to execute the grant extension amendment with LWDA to extend the current agreement that is scheduled to expire March 31, 2010. LWDA approved the grant extension amendment through December 31, 2010, to allow purchase and use of the video conferencing equipment by CONAH students and complete LWDA's required benefits reporting requirements.

**Project Metrics:**

CONAH will continue to work with ISD and the CIO to ensure the appropriate video conferencing equipment is purchased and deployed as required. CIO will continue to monitor

the progress being made and will assist CONAH and ISD, as needed, to ensure the County's standards for the video conferencing equipment are subscribed to and is compatible in every way with the County's Enterprise Network (EN).

**Impact on Service Delivery or Department Operations, if Proposal is Not Approved:**

If this proposed extension is not approved, DHS will not be able to comply with LWDA's grant reporting requirements and may therefore have to forfeit the grant funding.

**Alternatives Considered:**

No other alternatives were considered or deemed necessary.

**Project Risks:**

There are no significant risks identified to moving forward with this grant extension.

**Risk Mitigation Measures:**

No risk mitigation measures are deemed necessary.

**Financial Analysis:**

Funding of this grant will not have any fiscal impact upon DHS or the County. The costs of seeking this extension are minimal and have been included in DHS' FY 2009-10 Final Budget.

**CIO Concerns:**

None.

**CIO Recommendations:**

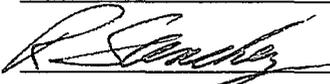
The CIO recommends approval of this request for authorization to sign the grant extension.

**CIO APPROVAL**

Date Received: Dec. 30, 2009

Prepared by: Earl S. Bradley

Date: January 8, 2010

Approved: 

Date: 2-23-10

California Labor and Workforce Development Agency



Patrick W. Henning, Director



Arnold Schwarzenegger  
Governor

January 7, 2010

Diane Factor, Director  
Los Angeles Health Care Workforce Development Program  
500 South Virgil Avenue, Suite 200  
Los Angeles, CA 90020

Ms. Factor:

WORK INVESTMENT ACT (WIA) SUBGRANT AGREEMENT R974339

Enclosed is a copy of modification one of your Workforce Investment Act (WIA) Subgrant Agreement. This modification is to extend the term date to December 31, 2010 for grant code 440.

If you have any questions, please contact your Program Manager.

Sincerely,

/s/April C. Eales  
Manager  
Financial Management Unit

Enclosure

cc: Maria Elias, MIC 69  
Denise Miller, MIC 50



WIA  
SUBGRANT AGREEMENT  
FUNDING DETAIL SHEET

Exhibit AA  
Page 1 of 1

SUBGRANTEE NAME: LA COUNTY DEPT OF HEALTH SVCS

SUBGRANT NO: R974339  
MODIFICATION NO: 01

I. ALLOCATION

| FUNDING SOURCE   | PRIOR AMOUNT | INCREASE | DECREASE | ADJUSTED ALLOCATION |
|--|--------------|----------|----------|---------------------|
| TITLE I-A: WIA-ADULT   |              |          |          |                     |
| 98329 TITLE I 15% ADULT SPEC PR (440)<br>DISTANCE EDUCATION : 03/01/2009 to 12/31/2010<br>Prog/Element 61/ 50 Ref 001 Fed Catlg 417258 | \$200,000.00 | \$0.00   | \$0.00   | \$200,000.00        |
| TOTAL TITLE I-A  | \$200,000.00 | \$0.00   | \$0.00   | \$200,000.00        |
| GRAND TOTAL:   | \$200,000.00 | \$0.00   | \$0.00   | \$200,000.00        |

All references are to the Workforce Investment Act of 1998, Title I, unless otherwise noted. For modifications purposes only. All other terms and conditions of this exhibit not included herein remain unchanged.

EXHIBIT COVER SHEET

SUBGRANT NO: R974339  
MODIFICATION NO: 01

EXHIBIT NN  
Page 1 OF 1

SUBGRANTEE: LA COUNTY DEPT OF HEALTH SVCS  
FUNDING SOURCE: NURSE ED INITIATIVE MISC. 440

TERM OF THESE FUNDS: 03/01/2009 TO: 12/31/2010

Use of funds added by this modification is limited to this period and additionally limited by the recapture provisions applicable to this funding source. The state may at its discretion recapture funds obligated under this exhibit, if expenditure plans are not being met.

PROGRAM NARRATIVE

The purpose of this modification is to extend the term end date from March 31, 2010 to December 31, 2010 for grant code 440.

This exhibit adds to and does not replace the terms and conditions of any other exhibit included in this agreement which terms and conditions remain in full force and effect.

## WIA PROJECT NARRATIVE

|  |                          |
|--|--------------------------|
| Subgrantee: Los Angeles County College of Nursing and Allied Health    | Subgrant number: R974339 |
| Initial Plan                      Modification   x      Mod. Number: 1 | Project Number: 2971     |

## I. Funding Category:

- Growth Industries                       Industries with Statewide Need  
 Removing Barriers                       Veterans  
 Other: Critical Shortage Industries

## Purpose:

To build a network of videoconferencing capability to expand the capacity of existing Los Angeles County College of Nursing and Allied Health nursing facility to teach more registered nurse students at satellite and hospital campuses in the County of Los Angeles Department of Health Services (LACDHS).

## Background:

Since its founding in 1895, the Los Angeles College of Nursing and Allied Health (CONAH) with more than 7000 graduates has played a pivotal role in educating Registered Nurses for the region's medically underserved population. The School of Nursing is approved by the California Board of Registered Nursing and the College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges. CONAH is located on the premises of Los Angeles County + University of Southern California Medical Center in East Los Angeles. This hospital, with approximately 8,000 employees, is the pillar of the County of Los Angeles' public health care system. These facilities are the primary source of medical care for the County's uninsured and poor residents.

The nursing program offers a two-year associate degree of nursing program and a one-year LVN-RN advanced placement option. The curriculum couples accredited didactic coursework with extensive clinical practice in the LACDHS hospitals. Nursing students have access to CONAH's clinical practice laboratory and to clinical experiences at LAC+USC Medical Center, Olive View / UCLA Medical Center, and other LADHS facilities. The CONAH program offers more direct experience working with the medically underserved patients than almost any nursing program in the State. Between 2005 and 2007, 47% (244) of the graduates from CONAH have been hired by LACDHS with the majority choosing employment at the LAC+USC Medical Center. CONAH enrolls approximately 170 students at the main campus per year, and graduates approximately 130 per year.

**Objective:**

In 2010, approximately 65 current ADN students who live or work near to three County hospitals - in North and South LA will benefit from videoconferencing with faculty at the College of Nursing in East Los Angeles. The hub will be installed at the College of Nursing and remote classrooms will be equipped at the Harbor/UCLA Medical Center, the Olive View Medical Center, and at a third site at Marfin Luther King, Jr. Multi-Service Ambulatory Care Center, if funding permits.

Because of the video conferencing ability, at least an additional ten new students at the Olive View site will be able to access the nursing lecture from the remote location.

**Budget:**

The cost to equip these sites will be approximately \$200,000.

The County in-kind contribution will be \$75,337.

**Timeline:**

Utilization of the equipment will begin in January 2010, and continue through December 31, 2010.

**Project Budget Plan  
Single Fund Source and Cash Match**

Exhibit GG

|  |   |
|--|---|
| Subgrantee: <u>Los Angeles County College of Nursing and Allied Health</u> | Subgrant Num. <u>R974339</u>  |
| Project Term: Begin Date <u>12/1/2009</u> End Date <u>12/31/2010</u>       | Project Num. <u>2971</u>  |
| Initial Plan <input type="checkbox"/>                                      | Modification <input checked="" type="checkbox"/> Mod Number: <u>1</u> |

| Budget Detail   | Planned Budget |                           |              |
|---|----------------|---------------------------|--------------|
|   | WIA 15 Percent | Non-WIA Cash/Inkind Match | Total        |
| A. Staff Salaries   | \$18,500.00    | \$112,028.51              | \$130,528.51 |
| B. Number of full-time equivalents: _____   |                |                           |              |
| C. Staff Benefits   | \$6,475.00     | \$39,209.98               | \$45,684.98  |
| D. Staff Benefit Rate (percent) <u>35 %</u>   |                |                           |              |
| E. Staff Travel   |                |                           | \$0.00       |
| F. Operating Expenses (communications, facilities, utilities, maintenance, web page, consumable supplies, audit, etc.)          |                |                           | \$0.00       |
| G. Furniture and Equipment  |                |                           | \$0.00       |
| 1. Small Purchase (unit cost is less than \$5,000 such as computers, desks etc.)  |                |                           | \$0.00       |
| 2. Equipment Purchase (unit cost is more than \$5,000 and useful life is more than one year.) Complete Supplemental Budget Form | \$124,033.00   |                           | \$124,033.00 |
| 3. Lease  |                |                           | \$0.00       |
| H. Consumable Testing and Instructional Materials   |                | \$15,000.00               | \$15,000.00  |
| I. Tuition Payments/Vouchers  |                | \$35,000.00               | \$35,000.00  |
| J. On-the-Job Training  |                |                           | \$0.00       |
| K. Participant Wages and Fringe Benefits  |                |                           | \$0.00       |
| L. Participant Support Services   |                |                           | \$0.00       |
| M. Job Retention Services   |                |                           | \$0.00       |
| N. Contractual Services (Complete Supplemental Budget Form)   | \$50,992.00    |                           | \$50,992.00  |
| O. Indirect Costs*(complete items 1 and 2 below)  |                |                           | \$0.00       |
| P. Other (describe):  |                |                           | \$0.00       |
| Q. Total Funding  | \$200,000.00   | \$201,238.49              | \$401,238.49 |

\* Salaries and fringe included

\*Indirect Costs

|                                 |  |
|---------------------------------|--|
| 1. Indirect Cost Rate (percent) |  |
| 2. Name of Cognizant Agency:    |  |

WIA Supplemental Budget Form

|  |                                 |
|--|---------------------------------|
| Subgrantee: <u>Los Angeles County College of Nursing and Allied Health</u>                                   | Subgrant number: <u>R974339</u> |
| Initial Plan <input type="checkbox"/> Modification <input checked="" type="checkbox"/> Mod. Number: <u>1</u> | Project Number: <u>2971</u>     |

| I. Equipment   |          |            |                            |                               |
|--|----------|------------|----------------------------|-------------------------------|
| Equipment Item Description*  | Quantity | Total Cost | Percent Charged to Project | Total Cost Charged to Project |
| Broadcast Site System: HDX 8004 XLP: Incl HD codec, Eagle Eye HD camera, HDX mic.array, 4M LR, P+C, PoC, MP, English remote. Cables: 2 sets of component video, audio, HDCl breakout, LAN, Rj11, NA pwr. | 1        | 38,152.00  | 100                        | 38,152.00                     |
| Remote Site System (3-sites): Incl HD codec, Eagle Eye HD camera, HDX mic array, Eng rmt Cables: component video, audio, LAN, NA pwr   | 3        | 85,881.00  | 100                        | 85,881.00                     |
|  |          |            |                            |                               |
|  |          |            |                            |                               |
|  |          |            |                            |                               |

\*List equipment items having a useful life of more than one year with a unit acquisition cost of \$5,000 or more being charged to this project. In accordance with WIA Directive WIAD03-9, all equipment purchases must have prior approval from EDD. The approval of the budget plan contained in this subgrant does not constitute approval of the equipment request. A separate request to purchase equipment must be submitted for approval by the state.

| II. Contractual Services*  |                  |                           |
|--|------------------|---------------------------|
| Contractual Services Description—Type of Service                             | Cost             | Service Provider If Known |
| Engineering, Project Management, Installation, and Training (Broadcast site) | 9,999.00         | TBD                       |
| Engineering, Project Management, Installation, and training (3 remote sites) | 23,997.00        | TBD                       |
| Integrated Maintenance Service Plan, One Year                                | 16,996.00        | TBD                       |
|  |                  |                           |
|  |                  |                           |
| <b>Total</b>   | <b>50,992.00</b> |                           |

\*All contractual services must be competitively procured in accordance with federal and state procurement regulations and policies. See WIA Directive WIAD00-2.WIA 15/25% Exhibit HH (3/05)

Project Work Plan

|  |                                 |
|--|---------------------------------|
| Subgrantee: Los Angeles County College of Nursing and Allied Health                                | Subgrant number: R974339        |
| Initial Plan            Modification <input checked="" type="checkbox"/> Mod. Number: <u>  1  </u> | Project Number: <u>  2971  </u> |

| Objectives/Activities   | Estimated Dates |
|---|-----------------|
| Purchase Equipment  | December 2009   |
| 30 Students use distance learning                                 | Spring 2010     |
| 5 Students use distance learning                                  | Summer 2010     |
| Enroll 10 Students in Olive View Hospital in Clinical Instruction | Spring 2010     |
| Enroll 10 students in Olive View Hospital in Clinical Instruction | Fall 2010       |
| 30 Students use distance learning                                 | Fall 2010       |
|   |                 |
|   |                 |
|   |                 |
|   |                 |
|   |                 |
|   |                 |
|   |                 |